

TRADE
DEVELOPMENT
ALLIANCE
of
GREATER
SEATTLE

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Finding Pearls

Business and Trade Mission to Travel to Southern China & Hong Kong

The Pearl River Delta is one of the two most significant and dynamic economic engines of China. In 2003, the Trade Alliance and Greater Seattle Chamber took a delegation to the other one: Shanghai and the Yangzi River. The Trade Alliance also took a trip there in 2000 with the Washington State China Relations Council.

So it's time for a trip to the Pearl River Delta, which the Trade Alliance in partnership with the China Relations Council and the Washington State Department of Community, Trade and Economic Development will do in December of this year. The Trade Alliance last visited Hong Kong with a study mission



*A view of the city from West Lake Park in
Fuzhou, Tacoma's Sister City*

Dublin to Tacoma

Role of Public Transit Making Region More Competitive

*Special to CrossRoads by Jaime Vasconcelos,
Sound Transit*

From Dublin, Ireland to Tacoma, Washington, public transit is strengthening the economic vitality of cities around the world. Today, individuals and businesses have endless options, and it's clear that both prefer to locate where traffic is not a debilitating factor, and where they can be assured of the safe reliable transport of goods and people.

With nearly all Fortune 500 companies choosing transit-focused cities for their employees, it's not surprising that cities around the world are positioning themselves as great places to live, work and do business.

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in 1996 before Britain's handover and a business mission in 1992.

Hong Kong is at the mouth of this delta and became a Special Administrative Region (SAR) of China in 1997. Macau took on the same status in 1999. In 1988, across the border from Hong Kong in Guangdong Province, Shenzhen was established as one of China's first and most successful Special Economic Zones. In little more than a decade, the mostly undeveloped Shenzhen became "Hong Kong north." Today, in the heart of the city, a massive billboard of Deng Xiaoping celebrates the Special Economic Zone designation and the city's rapid growth.

Growth also spread up the east side of the delta to Guangzhou, the provincial capital. In recent years, economic expansion has snaked up the west side of the delta beginning with Zhuhai, located next to Macau. A massive new bridge connecting Hong Kong, Macau, and Zhuhai to be built in two to three years will spur

this growth. Guangdong Province is the center of manufacturing in China but the economy is now moving toward high technology as well.

A new economic region was formed on June 1, 2004 called, "9 +2" or the Pan Pearl River Delta Region, (Pan-PRD) as a regional partnership with integrated logistics and transportation as its first priority. It comprises nine provinces



Representatives of Fuzhou's Minjiang University stand at the gate of their new campus with trip advance team (David Cheng, Representative, Washington State Trade Office in Guangzhou; Lili Hein, Delegation Manager, and Bill Stafford, President, Trade Development Alliance of Greater Seattle; and Joe Borich, Executive Director, Washington State China Relations Council)

Business Mission Details

The mission will visit Hong Kong and China November 25 - December 8. The cities to be visited include:

Hong Kong

Guangdong Province

Shenzhen

Guangzhou

Zhaoqing

Zhuhai

Fujian Province

Fuzhou

Hainan Province

Haikou

For more information on the trip, contact Lili Hein with the Trade Alliance at 206-389-7227 or lilih@seattlechamber.com

and the two Special Administrative Regions. The leadership of these 11 jurisdictions agreed to cement closer ties in infrastructure, commerce, trade, tourism, labor, science, education, culture, information technology, environmental protection and public health. The region will work to marry Hong Kong's expertise in services, finance, marketing and logistics with the Pearl River Delta's manufacturing base. The initiative essentially creates an integrated free trade zone within China.

This region's economic vitality and opportunities alone make a business and trade mission there a good idea. It is made all the more so by the fact the Puget Sound region and Washington State already have a presence in the Pan Delta area. The Ports of Seattle and Tacoma have offices in Hong Kong and numerous customers there. Boeing has

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major customers in the region including three airlines that have committed to buying the new 787 airplanes. Starbucks, of course, has stores on every block in Hong Kong and has also entered Guangzhou making it easy for the lawyers at the Hong Kong office of Seattle's Preston Gates and Ellis to grab a latte. A manufacturer of magnet generators and motors, Mera Technologies of Seattle has a plant in Zhaoqing. Also A/D Electronics of Gig Harbor, which produces electronic components, has an office in Shenzhen.

Last year, the State of Washington opened a new trade office in Guangzhou. This year's business mission will assist in highlighting the presence of this office.

A few highlights of the planned visit include a lunch with the Hong Kong General Chamber of Commerce and a presentation by its president, Eden Woon. The Hong Kong Trade Development Council will arrange a seminar on the information technology and biotech sectors. The delegation will visit the high technology project, Cyberport, a program tied to Hong Kong University and where Microsoft's office is located.

The trip will feature a reception planned jointly with the University of Washington Alumni and to which other regional alumni will be invited, even Cougars! The delegation will cross the water to visit Zhuhai, the projected location for the next wave of growth and already a major port. The mission will also visit Shenzhen with its manufacturing and high technology park. The delegation will spend two days in Guangzhou with

meetings and visits arranged by the Guangdong and Guangzhou Governments, China Council for the Promotion of International Trade (CCPIT), the US Consulate, and American Chamber of Commerce.

The delegation will fly to Fuzhou, the capitol



of Fujian Province and Tacoma's sister city. This city is located just across from Taiwan and is a center of cross-straits economic relations. It also has a massive software park that includes a university with 6,000 students focused on software. Fuzhou's Minjiang University has a brand new modern campus with special emphasis placed on software and e-commerce studies and an international focus with courses taught in English by foreign teachers. The final stop will be to Hainan Island, home to China's fourth-largest airline—Hainan Air—which is not only a Boeing customer but a potential customer of Sea-Tac Airport. Hainan is also a center of production for paper as well as tropical fruit and coffee and seeks agricultural processing machinery.

The visit is structured around briefings, site visits, and receptions to build relations and make contacts. It is important our products and services access China's most prosperous region. The trip comes at a time of major discussions of trade policy between the countries. It is important that we strengthen our relations in the Pan Pearl River Delta (Pan-PRD) and raise the visibility of our state and region in this important area.

Pan-PRD: 9 + 2

Area: Fujian, Jiangxi, Hunan, Guangdong, Guangxi, Hainan, Sichuan, Guizhou and Yunnan, plus Macau and Hong Kong

Population: 450 million – 35% of China's total

GDP: US\$469 billion – 40% of China's total

Dublin to Tacoma, continued from page 1

Both Dublin and Tacoma have developed high-tech corridors that added thousands of new jobs over the last several years: 7,000 over the course of one year in Tacoma, while Dublin projects a growth of more than 200,000 over the next



From Dublin's Luas Tram System, recently put into service to...



...Tacoma's light rail, transportation systems help make regions economically competitive

decade. With thousands of people on their way, these cities aren't wasting any time in building up their transportation networks.

In an expansive project to improve Dublin's regional connections, Dublin undertook a seven-year project of constructing a new light rail system, Luas (the Irish word meaning speed). Ireland invested 800 million Euros (a little more than \$1 billion U.S.) in the two-line system that connects Dublin's center with its outlying areas.

Tacoma Link and Luas have both had tremendous success, with Luas carrying an estimated 30,000 on the opening day of its 5.6-mile green line, and Tacoma Link's 1.6 mile line carrying 4,400 passengers its first day. Both systems exceed ridership estimates; however the positive impact on the areas these new systems connect has been no surprise.

In the 60s and 70s freeway connections created a business district centered around the Tacoma Mall area. Downtown Tacoma businesses suffered.

But a new focus on Tacoma's historic downtown core began to bring it back to life, with a commitment to public transportation taking a central position. Tacoma Link light rail opened in summer 2003 as the first modern light rail system in Washington state. It has played a major role in Tacoma's revitalization effort to bring people back to downtown Tacoma.

Downtown Tacoma became the first city to offer regional connections with Sound Transit's

FREIGHT MOBILITY

In today's global market the only way to remain competitive is to keep people and goods in motion, around the globe and around our cities and region.

Transportation's role in the economy is not only moving people to and from jobs easily and less expensively. Moving freight is critical to our regional economy and ability to remain competitive. Billions of dollars in goods move through our region. In conjunction with building the Sounder commuter rail system, Sound Transit is investing \$1.2 billion in track and signal improvements that boost regional rail capacity for freight traffic as well. From Tacoma north to Everett tracks, signaling systems, train crossings and stations are being built or upgraded to allow higher train capacity on the heavily used track corridor.

Dublin to Tacoma, continued from page 4

Sounder commuter rail, ST Express buses and light rail. The Tacoma Dome Station is now one of the Central Puget Sound region's key regional transit connections. Two new parking garages were built in the 1990s, adding more than 2,400 parking spaces for those who want to leave their cars behind when they travel across three counties, or just across town.



Passengers boarding the Tacoma Light Rail system

Sounder commuter rail and ST Express regional buses provide frequent trips to destinations like the Seattle-Tacoma International Airport and downtown Seattle while Link goes to the newly opened downtown university, museums, theatres and restaurants. It not only connects outbound travelers with their destination, it is also a strong force in improving the business district in the Tacoma Dome area. People pour into Freighthouse Square, a shopping area where the platform for Sounder commuter rail meets with Tacoma Dome Station. The square was once struggling, but now morning commuters and downtown Tacoma workers frequent its cafes and eateries with easy access provided by light rail and commuter rail.

Tacoma's local paper, *The News Tribune*, reported the business at Freighthouse square experienced a 30 percent increase in customers since Sounder commuter trains began service.

In Ireland, the national magazine, *Business Ireland*, reported that businesses near the line say

that it was worth going through the growing pains of construction. Business owners have gone out of their way to praise the system, saying their foot traffic has increased and the Luas line brought more customers into the city center.

These stories serve as evidence that a concentration of transportation stimulates economic development and redevelopment that creates prosperous neighborhoods. This is reflected in a study by the American Public Transportation Association that estimates that for every \$10 million of capital invested, \$30 million is generated in business sales.

There's other economic value as well. For example, a state-of-the-art convention center opened in Tacoma a year after light rail started running, along with a new bank, cafes and specialty shops. A new Marriott Hotel is scheduled to open along the alignment soon. In addition, the city is investing in road improvement projects stimulated by the light rail line.

In the long-term, building the regional transportation system in Tacoma and the surrounding Central Puget Sound region is creating new jobs – both construction jobs, and full-time operation and maintenance jobs. Sound Transit's focus on apprenticeship programs has brought new people into the project labor pool as well.

Creating thousands of jobs in the short-term in construction and operations pours vitality into a region. Beyond that is the long-term payoff of the transportation investment: once construction is complete, these investments help create and sustain businesses and commerce.

May Mission will Study Luas

A delegation travels to Ireland May 12 - 21, and will study Dublin's Luas system. This is all part of the International Study Mission to Dublin and Belfast organized by the Trade Alliance and Greater Seattle Chamber. Check out next quarter's Crossroads for the results of the mission and read www.seattletradealliance.com for daily updates during the trip.

New members of the Trade Alliance

DataWeb Corporation

DataWeb empowers organizations' employees, customers, vendors and other partners to collaborate intelligently using shared applications over the web.

DFDS Transport US Inc.

DFDS is an international air and ocean freight forwarding company that offers a full package of worldwide transport solutions, cross border logistic services, and the latest IT-capabilities.

Executive Programs, University of Washington Business School

Executive Programs creates & delivers leading edge executive education to help businesses achieve their strategic goals in a rapidly changing and knowledge-driven, global economy.

GM Nameplate, Inc.

GM Nameplate specializes in precision graphics and printing, designing and manufacturing labels, nameplates, injection compression moldings, optical encoders & more.

Hungarian Telephone and Cable Company

HTCC provides telecommunications services in Hungary through its Hungarian operating subsidiary. HTCC provides fixed-line local phone service in three regions of Hungary.

Japan External Trade Organization (JETRO)

JETRO provides information and support to American companies looking for successful entry and expansion in the Japanese market.

Porter Novelli

Porter Novelli is a global group of communications and marketing experts and a leading global brand in public relations.

For more information, or to establish your company's membership, contact Deric Gruen, (206) 389-7319, dericg@seattlechamber.com

MEMBER

The Trade Alliance welcomes companies to join our membership. Nearly 100 members. For an annual fee of \$1,000, members will:

- * be included in our data bank according to your specific geographic and business interests.
- * be informed about international business visitors and opportunities to participate in outbound trade missions to targeted international markets via our "matchmaker" program.
- * receive reduced rates for Trade Alliance programs and marketing materials.
- * be featured on the Seattle Business Directory and Business Trip Guide on the Trade Alliance's web site.

**Welcome to our new members:
Swedish Health Services, Inc.
The Fairmont Hotel**

Thank you to our current members:

Attachmate Corporation
Benaroya Research Institute
at Virginia Mason
The Boeing Company
City University
The Commerce Bank
Davis Wright Tremaine L.L.P.
Denny Miller Associates
Fred Hutchinson Cancer Research Center
The Fairmont Olympic Hotel
Hidden Heritage of Fiji
Invest Northern Ireland (Invest NI)
Kobe Trade Information Office
Lane Powell Spears Lubersky LLP
Microsoft Corporation
Miller Nash LLP

MEMBERSHIP

Companies and organizations
by 200 firms are currently
\$150 your company will:

- * be asked to serve on ad hoc committees concerning Trade Alliance policy and planning;
- * receive our quarterly newsletter and other regular mailings.
- * receive free and automatic linkage from our Internet site to yours.

For more information, or to establish your company's membership, contact Deric Gruen, (206) 389-7319, dericg@seattlechamber.com

Best patron members!
International Patient Services
Olympic Hotel

Recent patron members!

Pacific Northwest Advisors
 Perkins Coie
 Philips Medical Systems, Ultrasound
 Preston Gates & Ellis L.L.P.
 Regal Financial Bank
 Rowley Enterprises, Inc.
 Starbucks Coffee Company
 State of Washington Department of Community,
 Trade and Economic Development (CTED)
 Swedish Health Services
 US Bank
 Waggener Edstrom, Inc.
 Washington First International Bank
 Wells Fargo HSBC Trade Bank

More new members

Shoreline Community College

Shoreline Community College helps students reach their educational goals. Shoreline offers programs for international students and students interested in international affairs, trade and business.

The Fairmont Olympic Hotel

As the Pacific Northwest's only AAA Five Diamond hotel, a designation it has held since 1984, The Fairmont Olympic is Seattle's premier luxury hotel.

The Trade Alliance thanks those renewing memberships since November

5+ Years with the Trade Alliance

Amalgamated Transit Union Local 587
 City of Bellevue
 Denny Miller Associates, Inc.
 Fred Hutchinson Cancer Research Center
 Highline Community College
 Kobe Trade Information Office
 Lease Crutcher Lewis
 Microsoft Corporation
 Perkins Coie
 Publicis Dialog U.S.
 Seattle University
 Simburg, Ketter, Sheppard & Purdy
 Swedish Health Services, International Patient Services
 Wildlife Sportsfishing of Costa Rica

1 - 4 Years with the Trade Alliance

Associates in Cultural Exchange
 Cain Creative
 Chubb & Son
 Invest Northern Ireland (Invest NI)
 Marketing International
 Puget Sound Energy
 Todd Pacific Shipyards Corporation
 UPLIFT International
 Washington State University West

Exploring Inner Space

University of Washington and the NEPTUNE Ocean Observatory

Many know about Greater Seattle's research in medicine or space, or even agriculture, but the region is also a top ocean research center as well. It will be even more so with the world's first regional ocean observatory being built on the Juan de Fuca tectonic plate, just off the coasts of Washington, Oregon, and British Columbia. Here, where a broad spectrum of the major earth and ocean processes operate, a 2,000-mile network of fiber-optic/power cable will be populated with dense clusters of instruments.

Hard-wired to the Internet, the NEPTUNE (NorthEast Pacific Time-integrated Undersea Networked Experiments) ocean observatory will open a new era of ocean access and interaction for scientists, policy makers, educators, and the general public (www.neptune.washington.edu).

The University of Washington's leadership role in the program and the observatory's proximity to the Puget Sound region signal an opportunity for Greater Seattle to emerge in the coming decade as a global hub for real-time earth and ocean science.

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Ocean observatories such as NEPTUNE are at the forefront of a revolution in the environmental sciences and represent a new approach to understanding and interacting with the more than two-thirds of our planet covered by water. Indeed, processes within the world's ocean basins are central to the quality of life on earth, modulating short- and long-term climate, influencing food production on continents, and generating hazards such as

storms, earthquakes, and tsunamis. As the world's human population continues to increase, one key to our survival may be improvement of our ability to detect, understand, and forecast changes in the complex and extensive interactions among the atmosphere, the oceans, and the underlying seafloor.

Historically, scientists have used ships and satellites for oceanographic studies, but these approaches are severely limited. Ships can only be

in one place at one time and satellites routinely survey only the upper portions of the oceans, providing minimal information about processes at depth. Ships and satellites are also hampered substantially by bad weather and/or cloud cover. Many portions of the oceans, the deep-sea in particular, remain remote, hostile, and unexplored.

Cabled ocean observatories such as NEPTUNE will offer routine access to the oceans, seafloor, and subseafloor twenty-four-hours-a-day, seven-days-a-week, three hundred and sixty five days a year. With the cable coming ashore at two shore stations, one in Canada and one likely in Oregon, data will be accessible via the Internet. Scientists and students working in laboratories and classrooms on land will be able to command robots, sensors, and cameras on the network to respond to events, take samples, and send data and images to shore.

Members of the multi-institutional, international NEPTUNE consortium are the University of Washington, the University of Victoria, the Woods Hole Oceanographic Institution, the Monterey Bay Aquarium Research Institute, and the California Institute of Technology's Jet Propulsion Laboratory (JPL). Professor John Delaney of the UW School of Oceanography serves as the Director of the NEPTUNE consortium. Canadian part-



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NEPTUNE, continued from page 8

ner University of Victoria has already begun work on the northern third of the network, with support from that country's federal and provincial governments. Here in the U.S., NEPTUNE will apply to participate in the National Science Foundation's Ocean Observatories Initiative (OOI), a \$268 million program slated to begin in FY2007. Total estimated cost for NEPTUNE, including the Canadian portion, is \$250 million to develop, install, and operate through the first five years. Installation of the northern, Canadian portion is scheduled to begin in 2007.

NEPTUNE is enabled by a paradigm shift under way in the environmental sciences that is driven by rapidly expanding developments in computational, communication, robotic, and sensor technologies. Extensive and intelligent networks of sensors established within remote and hostile environments, whether a submarine geological fault system or a robotic colony on Mars, are enabling exploration of natural processes over the fourth dimension, time, as well as the three spatial dimensions.

NEPTUNE offers a powerful prototype for new approaches to computational sciences and is likely to have dramatic implications for a range of future projects that span the science and engineering fields. UW oceanographers and engineers have been funded by the National Science Foundation to team with other major institutions around the country to develop a data management prototype for the ocean observatory effort. Successful management and use of the massive amounts of data that will flow from observatories are key to the success of these efforts.

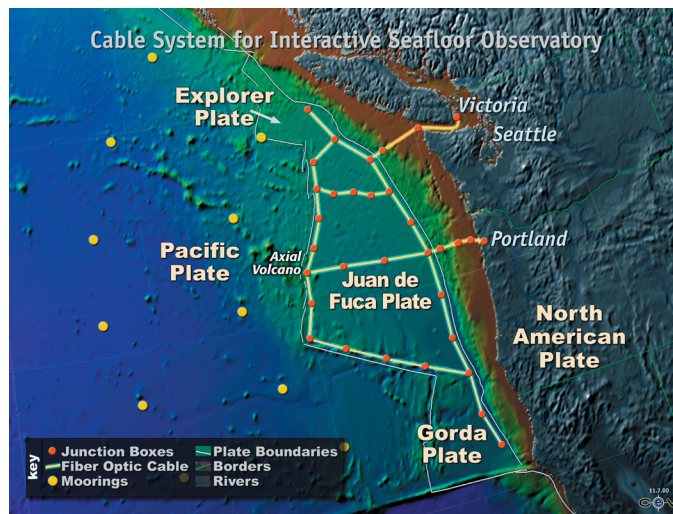
As an example of potential developments in the fields of robotics, artificial intelligence, and sensor technology, NEPTUNE's power and bandwidth are capable of supporting adaptable swarms of small, semi-autonomous sensor-robots or "sensorbots" moving through the oceans under

remote control, in a 3-D geometric formation, continuously monitoring and recording variations in environmental parameters. A team of researchers from UW Engineering and Oceanography has recently submitted a proposal to the NSF to develop components of these "sensorbots."

The most far-reaching effects of NEPTUNE may be a significant shift in public attitudes toward the oceans and the scientific process.

The abundant power, real-time data flow, and high-speed communications inherent in remote observing systems will open entirely new avenues for the public to interact with the natural world. Public access to science will be transformed by enabling cyber-participation in the journey of scientific exploration and discovery.

NEPTUNE's potent combination of science, technology, and education will be centered in Greater Seattle's "backyard." There will be multiple opportunities for a wide range of technological developments and spin offs that span and integrate science, engineering, and education. The intellectual, political, and economic influence arising from becoming a global hub for real-time ocean and earth science will only increase with time as many countries around the world follow suit and build their own remote observing systems, turning to the pioneers such as Greater Seattle for expertise and technology transfer.



NEPTUNE's 3,000-km network of fiber-optic/power cables will encircle and cross the Juan de Fuca tectonic plate.

Company Profile: Swedish Medical Center

A Patron Member of the Trade Alliance

Since its founding by Swedish immigrants more than 90 years ago, Swedish Medical Center has been the region's hallmark for excellence in health care. What began as a 24-bed facility is now the largest, most comprehensive medical center in the state, licensed for nearly 1,300 beds and spanning more than 22 city blocks across four medical center campuses.

The scope of services available through Swedish now extends far beyond traditional hospital care, and includes a comprehensive home-care program, a network of primary-care clinics, and numerous affiliations and partnerships with other regional health-care providers. More than 1,700 physicians practice at Swedish and more than 7,000 nurses, technicians and other support staff work at its many facilities.



SWEDISH MEDICAL CENTER

Leading the Way in Specialty Care

Swedish is perhaps best known for its legacy in obstetrics, delivering more than 7,000 babies a year, and offering both a Level III Neonatal Intensive Care Unit (NICU) and a "step down" nursery for fragile infants who require less intensive care. Other renowned specialty programs include:

- The nationally recognized Swedish Cancer Institute – the Northwest's largest cancer-care program, which treats more than 100 different types of cancer.
- The Swedish Heart Institute – one of the state's largest and most comprehensive program for advanced cardiac care, with more than 3,500 interventional cases and open-heart surgeries a year.
- The state's largest surgery program – performing more than 37,000 surgeries annually.
- A nationally renowned orthopedics

program that performs more than 12,000 orthopedic procedures every year and treats many of Seattle's top professional athletes.

- The Seattle Neuroscience Institute at Swedish Medical Center – providing progressive medical and surgical protocols for virtually every neurological disorder.
 - A comprehensive pediatric specialty care program and an advanced pediatric intensive care unit.
- Swedish also

features one of the West Coast's leading clinical-trial sites, with more than 500 research studies available at any given time.

Patients from around the world

Drawn by the reputations of its highly trained and skilled physicians, dedicated nurses and state-of-the-art technology and facilities, patients come to Swedish from all parts of the globe. The medical center's International Patient Services Division provides the highest level of personalized, confidential and culturally sensitive service to patients seeking exceptional medical care and gracious hospitality. The division offers international patients:

- Travel services and Visa assistance
- First-class patient accommodations
- Language interpreters
- Family and guest services

For further information about the International Patient Services Division at Swedish Medical Center, please contact (206) 386-3099, toll free 1-800-249-1610 or log on to www.swedish.org/international.

Trade Alliance Member Recognition

Some companies have been members of the Trade Alliance for more than a decade. Check out these long-timer international traders.

Totem Ocean Trailer Express, Inc

Totem Ocean Trailer Express, Inc. (TOTE), a privately owned shipping company serving Alaska since 1975, operates a fleet of roll-on/roll-off (RO/RO) cargo ships offering twice weekly service between the Ports of Tacoma, Washington and Anchorage, Alaska. Additionally, TOTE provides overland highway and inter-modal connections throughout greater Alaska,



the Lower 48 States, and Canada. Beginning as a small company with one ship, TOTE has evolved into an enterprise specialized and dedicated to serving Alaska's transportation needs.

Uwajimaya, Inc.

With over 400 employees Uwajimaya is one of the largest Asian grocery retailers in the Pacific Northwest. Since the beginning Uwajimaya has



evolved beyond providing basic grocery staples and become known as a tourist and destination store. Uwajimaya believes good customer service is paramount. Its reputation is built on being known as the information specialist on all things Asian and part of its mission is to educate the customer on all aspects of Asian cultures. Uwajimaya's pre-eminence among Asian stores comes from its use of modern technology, its emphasis on cleanliness, and its adherence to its business philosophy.

Seattle Steam Company

Seattle Steam Company is a privately owned district heating utility that supplies steam for heating and hot water to the downtown core



of Seattle, WA. Our steam generation system uses boilers, fueled by clean-burning natural gas, and delivers the pressurized steam to our customers through a network of underground pipes. The original steam system that served 27 buildings in 1893 has been transformed into the two state-of-the-art production plants you see at Western Avenue and Post Avenue today.

HomeStreet Bank

Family and employee-owned HomeStreet Bank is one of the largest private banks in the Northwest. Since its early days in 1921, the company has stayed focused on what it believes is most important: building strong relationships with its customers and providing ongoing



support to the community. HomeStreet Bank has branches in the Pacific Northwest and Hawaii. As a full-service community bank, the company offer a full range of financial services including business banking, business lending, consumer banking, mortgage lending, residential construction financing, income property financing, and insurance services.



TRADE
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The Trade Development Alliance of Greater Seattle is a partnership of the **City of Seattle, City of Everett, Port of Seattle, Port of Tacoma, Metropolitan King County Government, Snohomish County, Pierce County, organized labor** and the **Greater Seattle Chamber of Commerce**. The Trade Alliance is dedicated to promoting this region as one of North America's premier international gateways and commercial centers. Through cooperative efforts, this coalition of public and private-sector organizations will enlist its members' unique and diverse resources to accomplish this goal.

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